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ABSTRACT

This book examines issues related to the entrepreneurial transformation of universities using a study of five European universities which have been working to become more enterprising and entrepreneurial for eight or more years. The five institutions were: the University of Warwick (England); the University of Twente (the Netherlands); the University of Strathclyde (Scotland); Chambers University of Technology (Sweden); and the University of Joensuu (Finland). Each institution was visited twice for one- to two-week visits during late 1994 and in 1995 and 1996. Chapter 1 identifies the five common elements of successful institutional transformation: (1) a strengthened steering core; (2) an expanded developmental periphery; (3) a diversified funding base; (4) a stimulated academic heartland; and (5) an integrated entrepreneurial culture. These elements are then used as a basis for five institutional case studies which comprise the following five chapters. The final chapter places these organizing concepts into a larger framework of university transformation and suggests that the university-environment relationship is characterized by a deepening asymmetry between environmental demand and institutional capacity to respond, resulting in a need for an overall capacity to respond flexibly and selectively to change. (Contains approximately 150 references.) (DB)

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